

**UNIVERSITY COUNCIL**  
**PLANNING AND PRIORITIES COMMITTEE**  
**REQUEST FOR DECISION**

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**PRESENTED BY:** Dirk de Boer, chair, planning and priorities committee of Council  
Tony Vannelli, provost and vice-president academic

**DATE OF MEETING:** March 15, 2018

**SUBJECT:** Request for Decision – Approval of the University Plan

**COUNCIL ACTION:** Request for Decision

*It is recommended:*

*That Council approve the University Plan 2025.*

**PURPOSE:**

As one of the three governing bodies of the university, Council is asked to approve the University Plan.

**CONSULTATION:**

The University Plan has been developed with broad consultation, including with Indigenous elders and knowledge-keepers and an advisory committee with Council members, whose membership has included the chair and vice-chair of Council and several Council committee chairs. The University Plan was submitted to Council in January with a request for input about the plan, and a revised version of the plan was submitted to Council in February with a notice of motion.

**DISCUSSION SUMMARY:**

The University Plan is intended to be a “living” plan that, at a very high, conceptual level, provides direction to the university and builds synergy among units and with Indigenous communities. A new visual approach has been adopted that employs an infographic to represent the strategic framework of the plan. The infographic has come to be commonly referred to as the “weave” due to the interlacing ribbons of text. The *weave* is a depiction of the fundamental principles, commitments, and aspirations of the university, and has its roots in the university’s new [Vision, Mission, and Values](#) document. The *weave* is supported by a narrative which articulates in more detail the specific commitments of the plan – *Courageous Curiosity, Boundless Collaboration, and Inspired Communities*.

For each commitment in the plan, there are goals; and for each of the goals, there are guideposts that serve as markers along the path of the plan. Metrics are being developed to judge progress on the goals and to articulate the achievements by which the success of the plan will be measured.

**SUMMARY:**

The planning and priorities committee has had extensive discussions about the University Plan. At the committee's most recent meeting on February 28, the committee reviewed a revised version of the plan, and received an update on the changes made in response to discussion at the February Council meeting. At the meeting, the committee reaffirmed by motion its support for the plan and the presentation of the plan to Council for approval.

**FURTHER ACTION REQUIRED:**

Once approved, the University Plan will be presented to Senate for approval on April 21 and to the Board of Governors for approval on June 26, 2018. The plan will be officially launched in the Fall. A descriptive title for the plan will be identified once the plan is approved.

**ATTACHMENTS:**

1. University Plan 2025, dated March 7, 2018
2. Consultation Summary

**UNIVERSITY PLAN 2025:  
STRATEGIC FRAMEWORK  
AND NARRATIVE**

# LETTER FROM THE PRESIDENT

Universities are needed now more than they have ever been, and that is certainly true for the University of Saskatchewan. To be a university for the future, it is incumbent upon us to stay connected to the communities we serve, locally and globally—to contribute to them and, in so doing, to be the university the world needs.

Guiding us towards achieving this aspiration is our 2025 University Plan. Built through consultation and collaboration, it evolves from our 2016 Vision, Mission and Values, and is informed by and takes us beyond previous integrated plans.

This 2025 University Plan is grounded in our strengths. As our Vision document states, “we use interdisciplinary and collaborative approaches to discovery.” No other research-intensive, medical-doctoral university in Canada has the array of colleges and interdisciplinary schools we do. None has the unique scientific infrastructure we have, nor our unique signature areas through which we are having a global influence. We have an unparalleled breadth of expertise in our professional colleges, social sciences disciplines, humanities and fine arts departments, and fundamental and applied sciences units. Together, we have the tremendous variety of programming and research—and the faculty, staff, and student talent—to serve and inspire our communities: this city, this province, this country, and beyond.

Fundamental to all of this is the key role our university plays in reconciliation. This plan must impel us, and clarify our purpose, in this regard. It is fundamental because we will achieve much when we are a strong university of common purpose, a trusted partner in the national imperative of reconciliation, engaging together the many communities we serve in an era of unprecedented political and technological change.

Our challenge, to be met in this plan, is to make this whole greater than the sum of its parts. When we are successful at doing so, students around the globe will see the university in particular as a place to develop the knowledge and skills they need to thrive in a future defined by constant change. Faculty will view the university as a place that creates unmatched possibilities for collaboration, discovery, and impact. Staff will find inspiration in the opportunity to create solutions—systems, practices, physical spaces—that reflect the university’s ambition. Our diverse communities will engage with and find inspiration in everything we do. We will take our place among the world’s top institutions of higher learning.

And in the process we will be the university the world needs. I invite all of us to join together in reaching that aspiration.



**Peter Stoicheff**  
President and vice-chancellor

# PREAMBLE

In January of 2017, the University of Saskatchewan embarked on a journey to develop the university's next strategic plan—a fully integrated and engaged plan that will see us to 2025. The university plan is inspired by our four Principles—Connectivity, Sustainability, Diversity, Creativity—and reflects our Mission, Vision and Values. They are woven into the plan and will help ensure that it represents who we are and what we can achieve as an institution.

*This plan aims to be bold.* The intent of this plan is to position the University of Saskatchewan as the university the world needs, and our three strategic commitments—Courageous Curiosity, Boundless Collaboration, Inspired Communities—are the embodiment of this conviction.

*This plan aims to be an authentic expression of the university's commitment to Indigenization.* The languages, concepts, and spirit woven into this plan have been shaped by our relationships with Indigenous communities. These relationships have profoundly deepened our understanding of the principles, values, and strategic directions that will define our future.

*This plan aims to be accountable.* The commitments, goals, and aspirations we describe represent a substantive proposition for institutional development, growth, and impact. We have therefore identified a comprehensive set of guideposts that will allow us to mark and measure our progress over the coming years and ensure that we remain true to the spirit and substance of this plan.

We're looking for your input. We seek your thoughts on the plan's intent, three strategic commitments, and twelve bold yet achievable goals.

We look forward to your guidance as we prepare our university for an inspiring journey over the next seven years.

# The Deep Roots of Our Principles... and a New Way of Seeing Them

This plan is rooted in the university's four principles: *sustainability*, *creativity*, *diversity*, and *connectivity*. Looking at these principles through Cree and Michif language and concepts has brought depth, complexity and the unexpected to our shared understanding of them.

**The Cree and Michif Elders and Language Keepers who have helped us to discover the language of this plan have given our university a great gift and an inspiring source of strength.**

Indigenous peoples have shaped this plan with generous spirit and patient resolve—sustained by faith that things will happen when they're supposed to happen. After generations of forced irrelevance, the Indigenous traditions, languages, and systems of knowledge imbue our university's future in ways that were unimaginable even a few years ago. At last, this plan binds together parallel paths and uplifts all traditions in a space of peace, respect, and friendship. This plan is both a description of our university's future and a framework for mutual learning and reconciliation. And for this, we will all be immeasurably stronger.

## ***Nākatēyihitamowin | Nakaatayihtaamoowin***

**The principle of sustainability** ensures that we take care of the relationships with which we've been entrusted—with the land, with the air and water, with our students, colleagues, and neighbours—guided by mindfulness, respect, and reverence. In Cree and Michif, the idea is much bigger, extending to the attention we pay to protecting and honouring the wellness of all humanity and creation, the integrity of our cultural identities, and the stories embedded within language—the baskets of stories—our students, staff, faculty, and partners bring to our community. For the University of Saskatchewan, *Nākatēyihitamowin | Nakaatayihtaamoowin* is a cultural and ecological touchstone.

## ***Nihtāwihcikēwin | Nihtaoshchikaywin***

At its core, our university is a creative organism. **The principle of creativity** testifies that we are curious about the unexplored possibilities for growth, enrichment, and justice around us; attentive to the needs and opportunities for change that inspire imagination, and invention; and intentional about the future to which we aspire to contribute. The creative spirit is experiential; it invites participation in individual and collective journeys to discover truth and seek balance within the chaotic dynamism of the universe. *Nihtāwihcikēwin | Nihtaoshchikaywin* requires both discipline and optimism—knowing that our efforts can bring to fruition the possibilities we envision for learning and discovery.

## ***Nanātohk pimātisowina | Nanaatoohk pimatishoowin***

Life is perpetual movement and change—an unscripted journey of expanding awareness, understanding, and “coming to know”—and no two journeys follow quite the same path. Through **the principle of diversity**, our university is a meeting place for diverse journeys. Our strength derives from our respect for and belief in the tapestry of identities, traditions, and ways of knowing and being that enrich our humanity and bring us closer to an enlightened understanding of the world around us.

## ***Āniskōmohcikēwin | Naashkoopitamihk***

**The principle of connectivity** requires the University of Saskatchewan to be a global village. Our vibrant community is tied together by shared values, shared intentions, and a commitment to sharing our diverse stories in a place of mutual respect and learning. Our connectivity is our source of resilience, and the interactions that bring us closer together are energized by wonder and a playful spirit. Together, we have the flexibility to flourish in the face of change—and the confidence to take our place among leaders, emboldened by the unity of the community we carry with us.

These principles give truth, life, and an enriched sense of mission to the spirit of our plan. **Nikānītān manāchitowinihk | Ni manachihitoonaan** (“Let us lead with respect”) reflects the humility and boldness that inextricably define the University of Saskatchewan's spirit. Our university community aspires to lead “in a good way.” Through this plan, we will bring the creativity and courage to pursue a more sustainable future—and we will instill the reverence for individual expression and identity to embrace humanity's complexity and realize this future connected in our diversity. Through this plan—and through the spirit embodied in *Nikānītān manāchitowinihk | Ni manachihitoonaan*—the University of Saskatchewan will be **the University the World Needs**.

# OUR STRATEGIC FRAMEWORK: “THE WEAVE”

We have come to understand the essence of the University of Saskatchewan’s strategic plan in the visual representation on the next page: a conceptual framework that the countless community members who have contributed to its evolution now affectionately call “the weave”.

The symbolism of our strategic framework as a tightly woven belt of fabric is highly intentional. Our strategy is at once strong and flexible—resilient in an era of global urgency and unprecedented social and technological change. Our strategy is multidimensional, true to the complexities and contradictions that inspire the creativity and generosity of great institutions. And our strategy is highly integrated, tying together our University’s legacy, spirit, and future into a singular description of who we are and aspire to become.

- The vertical threads capture our four principles—SUSTAINABILITY, DIVERSITY, CONNECTIVITY, CREATIVITY—as interpreted and discovered through the gift of Indigenous languages and teachings.
- The lighter horizontal threads reinforce core elements of our mission: fostering interdisciplinary and collaborative approaches to DISCOVERY; uplifting the experience of INDIGENIZATION in our lives as students, educators, scholars, and citizens; preparing students for enriching careers and fulfilling lives as engaged global citizens through excellence in TEACHING AND LEARNING; and nurturing the innovative, accessible and welcoming spaces essential to meaningful ENGAGEMENT with our diverse communities.
- The darker horizontal threads describe the scope of our vision and spirit of engagement: our special connections to the REGIONAL communities in which our students, faculty, and staff live and work; the unique and enduring PROVINCIAL partnerships that allow our university to contribute meaningfully to the social, cultural, and economic life of Saskatchewan; the distinguishing leadership, talent, and ideas our university brings to the NATIONAL stage as we work to create a brighter, more prosperous, and more sustainable future for Canada; and the INTERNATIONAL research, teaching, and community partnerships essential to our university’s position as a globally relevant institution of higher learning.

Together, these interlaced threads give strength to the three COMMITMENTS and twelve GOALS that underpin the INTENT of this plan: to be the university the world needs. Our commitments and goals represent our contract with the communities and partners that give us purpose—an institutional promise to be better and do more, woven into the tapestry of history, identity, and vision that will stretch with us into our future.

If the weave is as true an expression of who we are and aim to become as we believe the weave to be—and if we are true to the spirit and substance of this strategic framework over the coming years—we are confident that we will be able to achieve the five ASPIRATIONS that will define the success of this plan in 2025: Transformative Reconciliation, Productive Collaboration, Meaningful Impact, Distinguished Learners, Global Recognition.

# UNIVERSITY PLAN 2025: STRATEGIC FRAMEWORK

**TITLE: TBD**

**INTENT OF THE UNIVERSITY PLAN:**

Through this plan, the University of Saskatchewan will be the university the world needs.



## 2025 ASPIRATIONS

**Transformative Decolonization Leading to Reconciliation.** Indigenous students, faculty, staff, and communities are holistically strengthening the spirit and methodologies we inhabit.

**Productive Collaboration.** Community, private-sector, and international partnerships animate every facet of our research enterprise.

**Meaningful Impact.** Our knowledge, discoveries, and innovations are helping communities achieve their social, cultural, and economic goals.

**Distinguished Learners.** Our graduates are among the most inventive, collaborative, and sought-after in Canada and around the world.

**Global Recognition.** Our research, graduates, academic programming, and reputation are recognized as world-class.





## INTERPRETING AND ANIMATING OUR TWELVE GOALS

Over the next few pages of text, we examine the significance of each of our GOALS by considering three questions: What does this goal mean to the University of Saskatchewan? What are the implications of this understanding? And if we are to fulfill its potential, what does this goal challenge us to do in the future? In answering these questions, it is not our intention to provide prescriptive directives and remedies; rather, we wish to communicate a sense of authenticity, direction, and focus to inspire our colleges, schools, units, and communities as they translate the university's institutional goals into specific actions and deliverables.

For each goal, we have also identified a set of GUIDEPOSTS. These guideposts describe the ways in which we propose to track—quantitatively and qualitatively—the university's progress toward each goal. The guideposts are not themselves specific metrics; however, as each goal implies a proposition for change, the guideposts provide a sense of the (ultimately measurable) achievements that will be important to us as we grow and evolve. Put another way, if the five ASPIRATIONS we've articulated in our strategic framework describe the endpoint of this plan, the guideposts will mark the journey.

## COMMITMENT #1:

# Courageous Curiosity

**Commitments:** Empower a daring culture of innovation with the courage to confront humanity's greatest challenges and opportunities.

**Goals:**

- **Unleash Discovery.** Inspire students, faculty, and staff with the responsibility and expectation to be boldly curious as learners, researchers, scholars, and artists.
- **Uplift Indigenization.** Expand the understanding and practice of Indigenous ways of knowing and concepts of innovation.
- **Embrace Interdisciplinarity.** Cement and catalyze interdisciplinary endeavour as a core premise of learning, research, scholarship, and creativity.
- **Seek Solutions.** Foster a problem-solving, entrepreneurial ethic among students, faculty, and staff, harnessing opportunities to apply our research, scholarly, and artistic efforts to community and global priorities.

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## UNLEASH DISCOVERY

Curiosity is the lifeblood of our university. Our passion for knowledge and understanding is the driving force of our culture of discovery—and the courage that allows us to ask tough questions and push boundaries is a direct reflection of our inherent optimism, our pragmatic skepticism, our scholarly discipline, and our aspiration to make the world a better place. Curiosity impelled University of Saskatchewan Nobel Laureate Gerhard Herzberg's pioneering work on the structure and geometry of molecules. Curiosity has given voice and vision to the many distinguished writers and artists who have found inspiration on our campus. Curiosity has propelled the growth of our research enterprise by nearly a third in just five years.

Curiosity is both a privilege and a responsibility. The freedom we enjoy to pursue knowledge and understanding is inextricably linked to our humble respect for the world's natural and cultural gifts; to our willingness to subject our work to the scrutiny of our peers; and to our commitment to sharing our discoveries in the public sphere in ways that are timely, relevant and useful.

Bold curiosity fuels an innovative society—it's the foundation for creative problem-solving, invention, and social and technological change—and universities play a vital role in nurturing, empowering, and unleashing the curiosity that will allow us to imagine a brighter, more sustainable future. It is for this reason that curiosity will be the central thesis of all colleges, schools, and administrative units at the University of Saskatchewan.

### GUIDEPOSTS

- Growth in scholarly influence, visibility, and impact
- Success in attracting the best students, trainees, faculty, leaders, and staff across the globe
- Improved competitiveness for peer-reviewed funding
- Teaching excellence that inspires curious, courageous learners

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## UPLIFT INDIGENIZATION

Together, we are uplifting Indigenization to a place of prominence at the University of Saskatchewan. Words and phrases that capture the importance of Indigenous peoples and their ways of being, knowing, and doing—philosophies, languages, methodologies, pedagogies—are evident throughout the University Plan and are a source of inspiration for our students, faculty, staff, and community partners.

Indigenization challenges us to amplify the forces of decolonization. Decolonization practices contest divisive and demeaning actions, policies, programming, and frameworks. Indigenization is the healing, balancing force; it calls us to action, invites a rebalancing of relationships, inspires opportunities for mutual cultural understanding, and helps us to find comfort in the discomfort decolonization can entail. From an Indigenous perspective, the gesture of uplifting (open hands, palms up, raised arms) conveys value, openness, honour, trust, and relationship. By uplifting Indigenization and Indigenous self-determination, we are welcoming ideas, knowledges, and perspectives that enrich us all.

Indigenization strengthens the fabric of the university. It involves the respectful, meaningful, ethical weaving of First Nations, Métis, and Inuit knowledges, lived experiences, worldviews, and stories into teaching, learning, and research. Indigenization is a gift that benefits every member of our community.

### GUIDEPOSTS

- Growth in the number of Indigenous policies, programmes, curricula, and initiatives across colleges and schools developed with and validated by Indigenous peoples
- Recognized Indigenous leadership at all levels of the academy, administration, and governance
- Amplified Indigenous student, faculty and staff recruitment and retention efforts
- Systems and structures—including tenure, promotion, and merit practices—that support and recognize Indigenization
- A university community—Indigenous and non-Indigenous—increasingly empowered by active and ongoing system-wide learning that supports the growth and sustainability of Indigenization
- Local, provincial, national, and international recognition as leaders of Indigenization and decolonization

## EMBRACE INTERDISCIPLINARITY

Interdisciplinarity is the hallmark of the University of Saskatchewan. It is the unifying model of discovery and innovation for a community of learners, researchers, scholars, and artists with the courage to step outside safe disciplinary constructs; with the ambition to tackle questions they can't tackle alone; and with the humility to share knowledge and experience in an atmosphere of radical openness. It's why we're at the forefront of the discoveries, technological changes, and social innovations needed to tackle global water and food security; it's why we're advancing an integrated view of health and wellness at the interface of humans, animals, and the environment; it's why we're punching above our weight in so many of Canada's most prestigious funding competitions.

Interdisciplinarity is impelled by and built around complex problems. It requires integrated, big-picture thinking, comfort with ambiguity, and discerning, nurturing leadership. Interdisciplinarity is not simply about probing the same question through different disciplinary lenses or traditions. It's about the new creative possibilities—the new and unexpected ways of perceiving, confronting, and understanding a problem—that can arise from the productive collision of perspectives among novel configurations of learners, researchers, scholars, artists, and communities.

With 17 colleges and schools—an almost unprecedented degree of diversity—our university enjoys a rich opportunity to harness scholarly and creative diversity to tackle some of the greatest challenges humanity faces. It is our task to unleash the fullness of our interdisciplinary potential.

### GUIDEPOSTS

- Growth in the number, diversity, and strength of interdisciplinary research and training programmes across colleges and schools
- Recognized leadership in interdisciplinary models, and methods
- Systems and structures aligned with interdisciplinary culture
- Growing global recognition and leadership in applying interdisciplinary approaches within our signature areas

## SEEK SOLUTIONS

While our purpose as an institution of higher learning is to discover, the social license that enables this purpose derives from our commitment to applying knowledge that addresses challenges and creates opportunities for the world. This spirit of problem-solving, invention, entrepreneurship, and community-building has always animated the University of Saskatchewan—from Harold Johns' development of Cobalt-60 as a revolutionary cancer treatment to our Crop Development Centre's role in securing Saskatchewan's leadership in the global pulse market.

Sustaining and amplifying this spirit will require *every* member of our campus to engage with the communities we serve and support. We will strengthen the connections linking discovery, social innovation, and technology development essential to sustainable change. And we will become increasingly comfortable with informed risk-taking and the possibility of failure. This mindset is integral to the university's culture, inspiring all members of our campus community—students, staff, faculty, and senior administration.

At the same time, the pursuit of solutions will require institutional focus to reward inventiveness and enable innovation; to facilitate knowledge translation, exchange and commercialization; and to foster the community partnerships essential to co-development and implementation of discoveries and new knowledge.

### GUIDEPOSTS

- Increasingly empowered culture of experimentation and entrepreneurship among students, faculty, and staff
- New and enhanced applied learning experiences for students
- Growing leadership and recognition in scientific, technological, and social innovation
- Growth in commercialization outcomes
- Expanding community engagement in discovery and innovation

## COMMITMENT #2:

# Boundless Collaboration

**Commitments:** Invigorate the impact of collaboration and partnership in everything we do.

### Goals:

- **Enrich Disciplines.** Build, enhance, and sustain research, scholarly and artistic strength central to vibrant collaboration within and among all disciplines and academic units.
- **Align Structures.** Ensure that academic, administrative, and physical infrastructure enable collaborative opportunities for all students, faculty, and staff.
- **Embolden Partnerships.** Foster, expand, and diversify local, national, and global partnerships—with governments, businesses, and civil society in rural, northern and urban communities—rooted in reciprocal learning and the co-creation of knowledge.
- **Experience Reconciliation.** Nurture the humility, ethical space, and conviction central to embedding the spirit and practice of reconciliation in all our engagement efforts.

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## ENRICH DISCIPLINES

Interdisciplinary possibilities arise from disciplinary strength. The University of Saskatchewan's leadership in global food security did not begin with the establishment of the Global Institute for Food Security; it was built over decades of excellence in plant genetics, soil science, zoonotic microbiology, hydrology, agriculture policy, community extension, and development, among other fields, and continues to depend on uncompromising disciplinary focus and leadership.

If we are to realize the full potential of an engaged, collaborative, solutions-focused university with the courage to tackle humanity's greatest challenges, we need to harness scholarly strength, creativity, and inventiveness across our campus—which means that we will need to acknowledge and tackle unevenness in the quality of research, learning, teaching, and citizenship within our disciplines.

Uncompromising cultivation of disciplinary depth is essential to preparing the University for sustainable leadership in interdisciplinary research, scholarship, and creative pursuits in the future. Without exception, we will hold ourselves to the highest disciplinary standards. The measure of our success lies in attracting and retaining top talent, competing successfully for external resources and partnerships, and ensuring readiness and appetite to contribute to the university's larger collaborative and interdisciplinary efforts.

### GUIDEPOSTS

- Notable improvement in academic rankings within disciplines and across the university as a whole
- Growth in the recruitment of global faculty and students to all disciplines
- Increased recognition of disciplinary strength and impact globally
- Stronger, more diverse community connections within disciplines

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## ALIGN STRUCTURES

A culture rooted in collaboration must be enabled by an environment purpose-built for collaboration.

Over the past decade, the University of Saskatchewan has invested substantially in creating the conditions for collaboration, and today many institutional supports have been integrated into the fabric of our campus or are continuing to mature: we are home to some of Canada's most unique and valuable research infrastructure, including the Canada Light Source, VIDO-InterVac, and the Health Sciences Complex; our campus design and physical connectivity inspire creativity and create dynamic spaces for interdisciplinary interaction; our research and innovation enterprise is increasingly focused on providing services that accelerate internal and external partnerships; leaders across campus have demonstrated creativity and nimbleness in facilitating transformative collaborations.

However, we still have much work to do in modernizing our institutional practices and policies; eliminating gratuitous barriers that reinforce counterproductive silos; empowering leadership to recognize and facilitate opportunities for collaboration; aligning reward and recognition systems with our collaborative aspirations; and ensuring that the built form of our campus creates cohesive environments in which disciplines can flourish and collaborations will multiply.

### GUIDEPOSTS

- Systems and structures increasingly contribute to building the culture of trust essential to collaboration
- Tenure, promotion, and merit systems appropriately recognize and reward collaboration and community-engaged scholarship
- Student experience is increasingly shaped by collaborative learning opportunities
- Physical and virtual environments across our campus enable a connected, collaborative, and welcoming community

## EMBOLDEN PARTNERSHIPS

The resilience, reputation, and relevance of the University of Saskatchewan derive in large measure from the strength of community partnerships woven into the tapestry of our institution—with the Indigenous peoples whose philosophies, methodologies, pedagogies, practices, and languages enrich us; with the farming and northern communities that inspire our ecological and socioeconomic mission; with the extractive industries whose competitiveness and sustainability depend on University of Saskatchewan innovations; with local policymakers whose decisions rely on the evidence our scholars generate; with the cultural institutions, such as the Remai Modern, that illuminate our humanity, and stir our creative potential.

This plan calls on us to do even more in deepening, diversifying, and internationalizing our community relationships—governed by unwavering commitment to our values, to the principles of connectivity, sustainability, diversity, and creativity, and to respectful, reciprocal creation, and application of knowledge. To this end, we will embrace the view that a vigorous partnership ethic is not simply a matter of getting better at “reaching outward”: it’s about redefining the scope and reach of what’s integral to our notion of a vitally engaged university community.

As we invigorate our partnership ethos and become even more agile in recognizing and unlocking new alliances, we will exercise the cultural competency needed to develop partnerships across sectors, geographies, languages, belief systems, and traditions—while remaining resolutely grounded in the authenticity of our values.

### GUIDEPOSTS

- Growth in the number, diversity, and scale of local, national, and international partnerships in research, scholarship, and training
- Our university is viewed as an accessible, go-to resource by partners and stakeholders in Saskatchewan and beyond
- International students increasingly view the university as a destination for unique, high-value learning opportunities
- Institutional policies and support systems are designed to enable effective partnerships across sectors, geographies, and cultures
- A spirit of holistic wellness, mutual respect and inclusive diversity imbues all our engagement efforts

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## EXPERIENCE RECONCILIATION

“Reconciliation,” said Senator Murray Sinclair, Chair of the Truth and Reconciliation Commission, “is about forging and maintaining respectful relationships. There are no shortcuts.”

As a community, we have a shared responsibility to honour and join in the journey of reconciliation. Relationships have been fractured; they require repair, redress, and healing. The tragedy of residential schooling exploited education as a tool to destroy identity. As a learning institution, the university has an obligation to use its influence to celebrate diversity and bring to the forefront the strength and beauty evident in Indigenous thought: to move forward “in a good way”.

The Truth and Reconciliation Commission has also taught us that reconciliation is a goal that may take generations to realize. The University of Saskatchewan understands that reconciliation is an enduring journey, and we are steadfastly committed to actions that contribute to respectfully enabling the balance of relationships between Indigenous and non-Indigenous peoples. Enabling this balance requires us to nurture an ethical space in which we can explore how we relate to each other through the lenses of history, culture, and lived experience. By providing opportunities to bring people together to share their experiences of truth, we will contribute to individual and collective healing and nourish deeper expressions of reconciliation.

### GUIDEPOSTS

- Growth in the number, diversity, and strength of reconciliation programming across colleges and schools
- Recognized leadership in reconciliation models, initiatives, and methodologies
- Systems and structures that support reconciliation
- Local, provincial, national, and international recognition for the strong stance on reconciliation and for meaningful reconciliation initiatives
- Strong evidence of initiatives that are responsive to the TRC Calls to Action

## COMMITMENT #3:

# Inspired Communities

**Commitments:** Inspire the world by achieving meaningful change with and for our communities.

### Goals:

- **Embrace Manacihitowin (respect one another).** Strengthen bonds of respect, trust, and shared benefit with Indigenous communities in Saskatchewan, across Canada, and globally.
- **Amplify Value.** Distinguish the university as an essential community partner by growing and documenting our impact on prosperity, quality of life, social resilience, ecological sustainability, and student success in rural and northern Saskatchewan, in our towns and cities, and in communities across Canada, and globally.
- **Celebrate Stories.** Equip all members of our community with the tools and opportunities to share and propagate the university's knowledges, successes, and stories—locally and globally.
- **Energize Champions.** Galvanize and diversify relationships with our alumni and donor community.

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## EMBRACE MANACIHITOWIN (RESPECT ONE ANOTHER)

Strong relationships are built upon respect, reciprocity, and continuous renewal of values and actions that support healthy connections. The English interpretation of this Cree/Michif phrase is “let us respect each other”. This phrase embodies humility and speaks to the spirit of the treaties. It is an invitation to walk alongside, to travel down a path, working together to realize goals and a vision that strengthen all cultures.

The University of Saskatchewan embraces the teachings of manacihitowin, which are drawn from the stories and songs of Elders and Traditional Knowledge Keepers.

Deep understanding of concepts like manacihitowin demands experiential cultural and language learning, and an inquisitive learning spirit. We cannot achieve respectful relations passively; as a university, we have both an ethical obligation and a vital opportunity to nurture the sharing of stories that will awaken understanding and inspire our community toward relationships uplifted by our histories, cultures, and lived experiences: *manacihitowin*.

### GUIDEPOSTS

- Increased number of experiential cultural and language opportunities for all students, staff, faculty, and leadership
- Policies and protocol that are respectful of the diverse Indigenous cultural groups in colleges and schools
- Systems and structures that support collaborative and reciprocal relationships and partnerships with Indigenous peoples on- and off-campus
- Policies and practices that honour Elders, Traditional Knowledge Keepers, and Language Teachers
- The articulation and teachings of Manacihitowin will be fluid and deeply known and evident throughout the whole campus community

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## AMPLIFY VALUE

An inspired community is a community that recognizes and respects the value we create as a university.

The measure of our university's ambition is therefore expressed in the value we create with the communities that give us reason to learn, to discover and to innovate: improving lives, expanding opportunities, strengthening social cohesion, protecting the environment.

This animating premise and driver of accountability has three implications. First, we will do as much as we can to achieve the greatest possible impact for our communities—we can never rest, allow ourselves to feel satisfied that we've done enough or become complacent about the complex process of translating discoveries into results for communities. Second, in order to demonstrate that our value claims are genuine, we will work hard as a university community to quantify, document, and defend the impact to which our research, scholarly, and artistic efforts are contributing—evidence of impact is both a moral obligation and a growing expectation of the partners and communities that support and work with us. Finally, we need to be very clear as a university community about when and how we can help to create the greatest value and commit energy and resources to realizing this potential.

### GUIDEPOSTS

- Enhanced contribution to communities' overall health and wellness, quality of life, and capacity to achieve social intents
- Increased impact on communities' capacity to protect the environment and promote ecological sustainability
- Amplified contribution to GDP, job creation, and economic security in Saskatchewan and across Canada
- Heightened public and private-sector recognition of the impact of our work in the region, the province, the nation, and the world

## CELEBRATE STORIES

The University of Saskatchewan has a compelling story—and countless individual stories—to tell, and it's our shared responsibility and interest to inspire the world with our ambition and achievements.

Effectively engaging communities, students, faculty, and staff, and new partners with the power of our narratives is not simply the work of dedicated communications and public relations professionals. We must entrust and empower all members of our community as University of Saskatchewan ambassadors.

Achieving this degree of community engagement has several implications. We need to tell the stories that best represent our values and aspirations. We need to share our stories in ways that are meaningful, authentic, and responsive to the diverse needs and traditions of our communities. We need to harness accessible, engaging tools—with an emphasis on digital platforms—to enable the widest possible reach and interaction with our stories. And we need to make storytelling intrinsic to our work and sense of fulfillment as students, faculty, and staff.

### GUIDEPOSTS

- Students, faculty, staff, alumni, and others in our community understand and value the university story and can carry it into their conversations
- Increased share of traditional and digital media
- Improved reputation and institutional recognition locally, provincially, and globally
- Strengthened position in relevant international rankings

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## ENERGIZE CHAMPIONS

As a university, some of our most compelling stories require the power of voices beyond our students, faculty, and staff.

Our greatest advocates, allies, and supporters are our hundreds of thousands of alumni and our generous donors—who, over the past few years, have contributed tens of millions of dollars to enable learning, research, scholarship, and creativity at the University of Saskatchewan.

We can and will do more with and for our alumni and donors by continuously cultivating opportunities for meaningful engagement; making our alumni and donors feel integral to the fabric, spirit and future of our university; ensuring that alumni and donors are as excited about our ambition and achievements as we are; and working together with alumni and donors to build a stronger, more engaged, and more innovative university community.

### GUIDEPOSTS

- Strengthening of mutually beneficial relationships with alumni to serve the needs of our graduates and our institution
- Growth in the degree and depth of alumni engagement—as ambassadors, partners, supporters, and donors
- Expanded, more diverse support base in Saskatchewan, across Canada, and globally
- Substantial increase in donor support toward our mission

## 2025 ASPIRATIONS

The impacts to which we aspire as a university testify to our ambition to be the university the world needs.

- **Transformative Decolonization Leading to Reconciliation.** The world needs a university in which Indigenous concepts, methodologies, pedagogies, languages, and philosophies are respectfully woven into the tapestry of learning, research, scholarship, creativity, and community engagement.
- **Productive Collaboration.** The world needs a university in which research and innovation are inspired by and accountable to community partners.
- **Meaningful Impact.** The world needs a university resolutely committed to measuring its own success in terms of the aspirations of the communities it serves.
- **Distinguished Learners.** The world needs a university whose graduates have the drive, the curiosity, and the humility to work with others in addressing the greatest challenges and opportunities the world faces.
- **Global Recognition.** The world needs a university that sets the standard in learning, research, scholarship, creativity, and community engagement.

To be the university the world needs is a bold ambition. It will require us to remain firmly focused on our three commitments: Courageous Curiosity, Boundless Collaboration, Inspired Communities. It will require us to converge around the twelve goals, steered by the guideposts we have established to mark our path. And it will require us to be very disciplined about tracking our progress against the five areas of impact to which we aspire: Transformative Decolonization Leading to Reconciliation, Productive Collaboration, Meaningful Impact, Distinguished Learners, Global Recognition.

We believe that the University of Saskatchewan has much to offer its communities, and through this plan, we are committed to delivering on our promise. We are committed to communicate and celebrate our successes, and to gather around our challenges as a diverse community that seeks solutions with the kind of bold creativity that has characterized this university since its inception.

In doing so, we'll inspire others to reach their full potential, even as we find our place among the world's top universities. We will be the university that we must be for the future—the university the world needs.



# UNIVERSITY PLAN CONSULTATION SUMMARY

(January 2017 to February 2018)

Aboriginal Advisors Circle

Aboriginal Advisors' Circle - Office of Aboriginal Initiatives

Academic and Assistant Associate Deans

Academic Programs Committee

Associate Deans Research

Arts and Science Faculty Council

Arts and Science Students' Office

Board of Governors

Campus Community Open Forums

Civil, Geological & Environmental Engineering

Colleges and Schools

Deans' Council

Elders and Language Keepers

Financial Leaders Forum

Financial Services Management Team (with HR & ICT)

Graduate Students Association Student Council

Human Resources Leadership Team and Staff

Information and Communications Technology (Town Hall)

Indigenous Advisors Circle

Indigenous Faculty

Indigenous Faculty Committee

Indigenous Students' Council

Indigenous Students

International Activities Committee

Leadership Network Sessions (formerly Department Heads Forum)

Office of the Vice President Research Executive

Office of the Vice-Provost Teaching and Learning (Town Hall)

Planning and Priorities Committee

President's Executive Committee

President's Sustainability Council

Projects and Planning Network

Provost's Committee on Integrated Planning (PCIP)

Research, Scholarly and Artistic Work Committee

Senate

Senior Leadership Forum

Strategic Business Advisors

Teaching, Learning & Academic Resources Committee

University Council

USSU Student Council

USSU Student Forum

Wicihitowin Conference